



INSCOM **Journal**

Fall 2006

Leading from the front



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illustration by Spc. James Felkins

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On the cover

Leadership development is one of Army Chief of Staff Gen. Peter Schoomaker's primary focus areas. The Army defines leadership as influencing people - by providing purpose, direction and motivation - while operating to accomplish the mission and improving the organization. This issue focuses on how INSCOM Soldiers and civilians accomplish that mission and how the command is preparing for future challenges.



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2005

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INSCOM

One team.
One goal.

photo illustration by Brian Murphy

From the commander's desk

By Maj. Gen. John DeFreitas, III
Commander, INSCOM

In today's dynamic, challenging and complex environment, leadership remains a key to success. Leaders must be developed through a continuous process of education and practical experience. Within the U.S. Army Intelligence and Security Command, we must commit ourselves to strong and effective leadership development.

As we rapidly grow our intelligence force, strong leaders will be needed to help train and integrate a large number of newly minted soldiers. Many of our noncommissioned officers and junior officers will be called on to train a rapidly expanding Iraqi Army and police force.

Additionally, our Army Force Generation process presents a set of conditions in which units are formed just in time to meet, train and deploy into combat. Consequently, our leaders will be challenged by these increasing demands. Solid leadership skills will be needed to help meet these challenges and we must take an active roll in leader development.

Leadership development at all levels must address four key areas: developing basic leadership skills, developing technical and tactical competence, developing mental and organizational agility, and developing an understanding of battle command and the application of military force.

All leaders must be

grounded in the basic values of the Army. These values must become the bedrock of every leader. Integrity in every activity, moral courage, a sense of duty, loyalty, respect for others, etc. must be demonstrated consistently by all good leaders. Your leadership development must consistently touch basic values and ensure that they are understood and demonstrated by all.

Effective leaders must develop the technical and tactical skills necessary to be effective and care for their soldiers. As we develop new methods of fighting against evolving threats, leaders must continuously update and hone their technical and tactical skills. Leader development must capture and train lessons learned to ensure that leaders are prepared to handle a multitude of challenges as they arise. Maintaining relevant skills is required for all who will lead from the front.

In today's dynamic environment, leaders must develop mental and organizational agility. We often face new, ambiguous and complex situations. Adjusting to these situations depends on our ability to confidently assess the situation and develop creative and effective solutions.

Our leaders need to develop mental agility - the ability to effectively respond to rapidly changing situations. Just as importantly, our leaders need to develop organizational agility - the ability to effectively tailor



photo by Bob Bills

Maj. Gen. John DeFreitas, III.

and use the organizational tools at hand to respond to changing situations. Both types of agility are needed for leaders to be effective.

Finally, our leaders must develop an understanding of battle command and warfighting. The use of intelligence to enable battle command and warfighting are paramount for any intelligence leader. This is the one area of leader development that must be conducted personally by our senior leaders.

At INSCOM, we have a large family of military and civilian personnel. Leader development is equally important for all of our folks and I challenge every leader to concentrate much of his or her time and talent toward developing strong leaders for today and for the future.

Setting the standard

**By Command Sgt. Maj.
Maureen Johnson**
Headquarters, INSCOM

Throughout the history of our Army, leadership and leader development have received continuous attention. The development of confident and competent leaders in the Army – both civilian and military – is our most enduring legacy to the future of the Army, and more importantly, the nation.

The Army provides the necessary training and education to grow our future leaders and we must support our Soldiers and ensure they receive this training and education. Each unit has its challenges to maximize every developmental opportunity available but we as Leader's must insist that our future leaders attend.

The lessons taught initially at basic training, and reinforced at schools such as the Warrior Leader Course, and the Basic and Advanced Noncommissioned Officer Courses, the Officer Education System provide our future leaders the guidance and knowledge needed for success. A trained and ready Army and civilian workforce will always require leaders who are professionals in every way, and who exemplify traditional Army values and ethics.

Values are the foundation of which professionals build from, and influence a leader's attitude, behavior, and decisions. History shows successful military leaders

are competent in and committed to the profession of arms; uphold the dignity and respect of all individuals; are physically and morally courageous; candid and straightforward when dealing with others; and are willingly responsible for the performance of their unit and every individual entrusted to their care.

Army ethics contain the values that guide leaders, and set the moral context for service to the nation. These ethics also inspire the sense of purpose necessary to preserve our nation and protect our national interests worldwide.

When taking the oath of service, leaders must embody loyalty to the nation, the Army, and the unit and each individual in it. By their actions, leaders must display uninhibited loyalty, selfless service, unquestionable integrity, and a total commitment to fully performing assigned and implied duties. This is not optional.

"I think that there is something to the expression 'born to lead,'" said Gen. Dwight D. Eisenhower. "But there are many people who have the potential for leadership, just as there are probably many people born with the potential to be great artists that never have the opportunity or the training for the full development of their talents. I think leadership is a product of native ability plus environment. By environment, I mean training and the opportunity to exercise leadership."



photo by Bob Bills

Command Sgt. Maj. Maureen Johnson.

Eisenhower's words are in line with our stated goal of building a ready and relevant Army, as we continue to fight the Global War on Terrorism with a joint and expeditionary mindset. The lessons learned over the last five years have propelled a wide series of changes in the way we conduct business.

As each unit rotates in and out of places such as Iraq and Afghanistan, junior and senior NCOs and officers are thrust into real-world situations with real-world consequences, whether deployed or providing actionable intelligence from another location. I can proudly say that they are answering the call and getting the job done, and it is an honor to serve beside these difference makers.

NCO OF THE YEAR

by Staff Sgt. Christina M. O'Connell

INSCOM Public Affairs



Some people seemingly were born determined to set themselves apart from the pack.

During his childhood in St. Cloud, Minn., Sgt. Eric J. Przybylski developed a passion for success early on, and he shows no sign of letting up.

"I had an extremely good upbringing, and somewhere along the line I caught a drive to succeed, which I'm sure was because of my dad," said Przybylski. "But that drive gave me a purpose and success is born out of purpose. If you have the purpose, the ability and the drive, you can accomplish anything."

Przybylski decided after high school that in order to accomplish all the goals he had set for himself, joining the military was the best approach, and given his 13-year background as an Eagle Scout, it seemed a natural step.

"Everyone else was going to college, and I knew I was never going to set myself apart by doing the same thing as everyone else," said Przybylski. "I wanted to develop discipline and pride, and there are so many other benefits that are non-monetary in the military. Very few people know what they're going to do and for years they run in place at college. I thought 'Why not spend four years in the Army bettering myself physically and mentally?' and then go off to college and know what I want to do."

But it didn't take four years in the Army for Przybylski to begin his college education. His plan was accelerated



photo by Staff Sgt. Christina M. O'Connell

Sgt. Eric J. Przybylski, of the 704th MI Brigade enjoys running and was a member of Fort Meade's 2006 Army 10-miler team.

when he found that he had the time and ability to take classes while at his first assignment at Fort Richardson, Ala., and his current assignment at the 704th MI Brigade at Fort Meade, Md.

The 21-year-old Przybylski is working towards completing his Bachelor's degree with a triple major in Financial Management, Investment Banking and Exercise Science through the University of Alaska and Anchorage Central Texas College, and serves the Army as a financial management technician.

"I had the choice to do

pretty much anything when I came in, but finance was the most proactive for my professional development for when I get out of the Army, and it interests me the most," said Przybylski.

The Army has afforded more than experience in the financial field to suit Przybylski's interests, as it encourages another of his passions.

"I love running," said Przybylski, who was a member of the 2006 Fort Meade 10-miler team. "I love the runner's high when you finish, the feeling afterward is so good. Plus it



photo by Staff Sgt. Christina M. O'Connell

Sgt. Eric J. Przybylski, INSCOM's NCO of the year, evaluates a casualty during common task training.

keeps you in good shape and relieves stress.”

Although Przybylski seems to handle all obstacles in stride with a positive attitude, stress may have been mounting throughout the past year as he successfully worked his way through a series of Noncommissioned Officer of the Month boards until reaching his ultimate goal of earning the title of U.S. Army Intelligence and Security Command's NCO of the Year for 2006.

“I’m not any better than anyone else,” said Przybylski. “I just had things work out at the right time. I feel really lucky -- I’m in the right place

at the right time with the right attitude. It feels good to have accomplished this, but there is still more for me to do.”

The unfaltering determination of Przybylski has allowed him only a short-lived celebration of his accomplishment, as he digs into his next challenges, which include becoming a triathlete and competing in the Iron Man World Championship by 2010, also to become heavily involved in politics.

Whether Przybylski ultimately becomes a difference maker in D.C. remains to be seen, but with the persistence and ambition he applies to all his endeavors, it may be best to

not put it past him. Either way, Przybylski is grateful for the experience and opportunities the Army has given him during his enlistment that will add to his future.

“Joining the Army is easily the best decision I ever made,” said Przybylski. “Ninety percent of my high school class is still within 100 yards of my high school and I didn’t want to be that. You never really know what you’re getting into when you join the military, but I think I’ve had the best three years anyone could get. I intended for the Army to be a steppingstone to my life but it’s enriched my entire life experience.”

SOLDIER OF THE YEAR



by Staff Sgt. Christina M. O'Connell

INSCOM Public Affairs

photo by Staff Sgt. Christina M. O'Connell

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Not everyone is fortunate enough to grow up knowing exactly what they want to do with their life. For many, dreams of becoming a doctor or teacher are left in their childhood. But there are those who hold onto those early dreams and make them a reality.

Sgt. Frank Muto knew when he was a child that he wanted to follow in the footsteps

of both his grandfathers and serve his country in the military. But, he didn't take off for basic training right after his high school graduation because he had other goals to achieve first.

"The Army is something I've always wanted to do," said Muto. "But I did it backwards from most people -- college first and then the Army."

Once the 26-year-old Pittsburgh native earned his Bache-

lor's degree in Criminal Justice from Penn State, Muto decided to begin his Army career in the intelligence community as an analyst in the fall of 2004.

"I've always been interested in intelligence because you get to look at the big picture after putting it all together from single sources," said Muto. "It's an interesting way to look at the battlefield."

Muto's college degree has earned him more than an education, says Staff Sgt. Benjamin Smith, Muto's supervisor at the 66th Military Intelligence Group. It has also given him a maturity that other Soldiers respect.

"He's definitely a Soldier who knows what to do," said Smith. "He's mature and dependable. He didn't come right out of high school, so he already had an adult mentality. He's someone the troops really do look up to."

Muto has not let his fellow Soldiers down as he proved his Soldiering abilities when he was selected the U.S. Army Intelligence and Security Command Soldier of the Year for 2006, and was also promoted to sergeant soon after.

"I started out with the Soldier of the Month boards to get some experience before the promotion board," said Muto.

His goal was to get promoted, but Muto received much more in the process. As he continued through the boards leading to the Soldier of the year honors, Muto was given the opportunity to travel, meet people from other units around the world, and make a name for



photos by Staff Sgt. Christina M. O'Connell

Sgt. Frank Muto was honored as INSCOM's 2006 Soldier of the Year.



Sgt. Frank Muto, of the 66th MI Group, enjoys staying in shape and being physically active.

himself in the intelligence field.

"The Army has allowed me opportunities that I wouldn't have in normal life," said Muto. "You just never know where it's going to take you."

Muto has enjoyed his time in the military and plans to reenlist, with the hope of grabbing a slot for Airborne school en route to a Special Operations group so he can expand his strategic background into the tactical side of the Army.

"Wherever I am, I feel like I need to make the most of my time and have no regrets," said Muto. "I don't want to be one of those people who get out of the Army and say 'I drank a lot' while I was in. I want to say that I never missed an opportunity. I don't want to just float my way through -- there's so much available to do."

Smith also feels that the Special Operations environ-

ment would be a good fit for Muto because he really enjoys the tactical side of the Army and is involved in every 66th MI Group field exercise. Muto has also played a key role in the Better Opportunities for Single Soldiers program as a company representative, and still finds time to participate on the community soccer and softball teams.

"He stays really busy," said Smith. "It's his personality to be really active like that. Sgt. Muto and two other Soldiers coordinate everything for our BOSS program, and he went to Italy last year with the soccer team."

Soccer skills were something Muto developed early on in his high school years in Pittsburgh, where his family still lives. Though his parents, and younger brother and sister, worry about him being in the Army, Muto says they are

supportive because they know that it makes him happy.

"The Army is a totally different way of life and it suits me," said Muto. "I like the structure, being physically active and working in the intelligence field. They see that I'm happy and they're happy that I am."

Despite the distance, Muto stays close with his family and looks forward to trips home and his favorite family tradition.

"I don't know how many families actually do it anymore, but family dinner is very important to my family," explained Muto. "We're very family-centered and some traditions never change. As far back as I can remember, we would get together for dinner. I absolutely look forward to a home-cooked meal and seeing as much of my family as I can at one table when I'm home."

Ring of fire

by Brian Murphy
INSCOM Public Affairs



courtesy photo



photo by Spc. Teman Dudley

Sgt. 1st Class Christine Gilson, of the 513th MI Brigade, doesn't consider herself a hero after saving a man's life.

The plan was simple, Sgt. 1st Class Christine Gilson just wanted to spend a peaceful night at home with her eight-year-old daughter. After finishing dinner, Gilson began washing dishes while Megan sat down to watch some television. It's the type of nondescript evening that can take place in any household anywhere in the country.

But as she found out, things don't always go as planned. Instead of enjoying some rest and relaxation, Gilson will forever remember the night of Sunday, Nov. 6, 2005, as the night she saved a man's life.

Gilson, an operations noncommissioned officer with

the 513th Military Intelligence Brigade, had spent the previous day coordinating the logistics as Soldiers from the 297th MI Battalion redeployed after a yearlong stint in the Middle East. And if that wasn't stressful enough, her husband, Command Sgt. Maj. Roger A. Gilson, command sergeant major, 202nd MI Battalion, 513th MI Brigade, had been in Kuwait for more than a week visiting some of his troops. So a quiet night at home involving loved ones and pajamas was just what the doctor ordered, as far as Gilson was concerned.

Shortly after they turned the TV on, Gilson began to hear a peculiar sound. When she

first heard the loud, thumping noise, she simply thought it was her daughter kicking the coffee table. But when she figured out that wasn't the case she began to check around the rest of the apartment. Once she was sure the sound wasn't coming from inside her residence, Gilson quickly moved her investigation outside. That's when she saw one of her neighbors frantically attempting to smash open another neighbor's door with a chair. So much for peace and tranquility.

The door at the center of attention belonged to Lee Nottingham, or "Mr. Lee" as Gilson refers to him. Gilson had seen Nottingham roughly

30 minutes earlier, so she knew he was home. The question was – why was her neighbor attempting to bash in his door?

She initially thought her neighbors were involved in some sort of dispute, but quickly realized that wasn't the case when she saw smoke coming out from under the door. That's when the neighbor yelled to Gilson "He's in there! He's in there!"

The neighbor gave up on the door and turned her attention to the window, which had begun to bow because of the heat from inside Nottingham's apartment.

"I told her to be careful because the fire could blow up in her face if she busted through that window," Gilson said, admitting that the movie "Backdraft" was fresh on her mind at the time.

That's when Michael, the night manager, arrived with keys in hand to unlock Nottingham's door. As soon as the door swung open, clouds of black smoke billowed out and immediately made it impossible to see past the doorway to the apartment. The only thing they could see was that the ceiling was on fire and that flames were rapidly making their way down the walls.

Gilson grabbed a flashlight from her truck and headed back inside. But in that short time, the night manager and everyone else had vanished. If Nottingham was alive, Gilson was the only person still around to save him.

"The smoke rested about a foot above the ground," Gilson said. "I hit the ground and could see all the way to the back end of his apartment. That's when I

thought he really still might be alive."

And that was her last thought before low-crawling into the burning apartment with nothing more than a flashlight to find "Mr. Lee." Her one concern while in Nottingham's apartment was that the front door would shut and she would be trapped. So Gilson kept looking back to make sure the door was still open. The third time

she nervously peered over her shoulder something caught her attention. It was Nottingham's arm, and it was barely visible behind some furniture on the other side of the living room.

She hurried over to him on "all fours" and tried to pull his unconscious body to safety, but that was easier said than done.

"It felt like he was stuck," she said. "I said 'Dear God, please don't tell me something



photo by Spc. Teman Dudley

Sgt. 1st Class Christine Gilson is always willing to lend a helping hand - whether it be to a fellow Soldier or a neighbor in need.



photo by Brian Murphy

Gilson was awarded the Soldier's Medal for "selflessly risking her own life to save another after a fire broke out." fell on him."

Fortunately nothing had fallen on Nottingham, but there was still a problem. He weighed significantly more than Gilson, making the one-person rescue all the more difficult. Refusing to give up, Gilson rolled him over and literally dragged Nottingham to the front of the apartment as the flames continued to close in on them. Once there, Gilson began to yell for help.

After three or four screams, Michael the night manager reappeared and the two of them carried Nottingham up the six concrete steps and away from the building. They laid him on an exercise mat and that's when Gilson went into full-fledged "Army mode." She quickly evaluated the casualty while waiting for fire trucks and emer-

gency medical technicians. She took his shirt and wiped the soot away from his face to ensure his airway wasn't blocked and then checked his pulse.

More than 20 minutes after they first opened Nottingham's door the fire trucks finally arrived on the scene.

"Within five minutes of the fire department arriving parts of the building began to collapse," Gilson said. "The stairs leading to the second floor, and the porch on the second level – they were all gone. It was a shell of two by fours burning on the ground."

It wasn't until several days later that Gilson learned the details of that night. Nottingham was cooking dinner when the fire began to grow out of control. He attempted to douse it with water, which only made matters worse.

The last thing he remembered was the grease fire blowing up in his face. Gilson also learned that she had separated Nottingham's shoulder while pulling him out of the apartment and that he had suffered burns to two-thirds of his body. But most importantly, she was told he was going to survive.

Nottingham spent nearly a week in a burn unit, and that's where Gilson was able to see him after the incident.

"They didn't want to let me because I wasn't family," she said. "But I threw a fit. I told them I was the one who pulled him out of the fire and I was going to see him."

Although she only got to see Nottingham for a few minutes, it was an emotional visit.

“He couldn’t even talk, because he was hooked up to machines,” she said. “He kept trying to thank me over and over. They had to ask me to leave because it was messing up his breathing and everything else.”

For her actions, Gilson was awarded the Soldier’s Medal during a ceremony at Alexander Hall, Fort Gordon, Ga., Sept. 8.

“People go through their entire lives without having the opportunity to do something like that,” said husband Roger. “Not only did she have the opportunity, but she answered the call and rose up to the occasion. There were others standing around watching, but she did something.”

While appreciative, Gilson is embarrassed over all of the headlines and newfound recognition that she’s received.

“I’m thankful for such a high honor, but at the same time, I don’t feel like I did anything special,” Gilson said. “A man’s life was at stake – and I did what I could to save him. I didn’t think of it as a big deal.”

They say things happen for a reason, and it’s hard to argue against it. The fact is, Gilson and her family weren’t even supposed to be living in that apartment anymore. They were waiting for contractors to finish building their house, which should have been done by the end of October. But because of excessive rain, everything was running a week or two behind schedule on the new house, forcing her family to pay a second month’s rent and extending their stay in the apartment next to “Mr. Lee.”



photo by Spc. Teman Dudley

Sgt. 1st Class Christine Gilson received the Soldier’s Medal, Sept. 8.

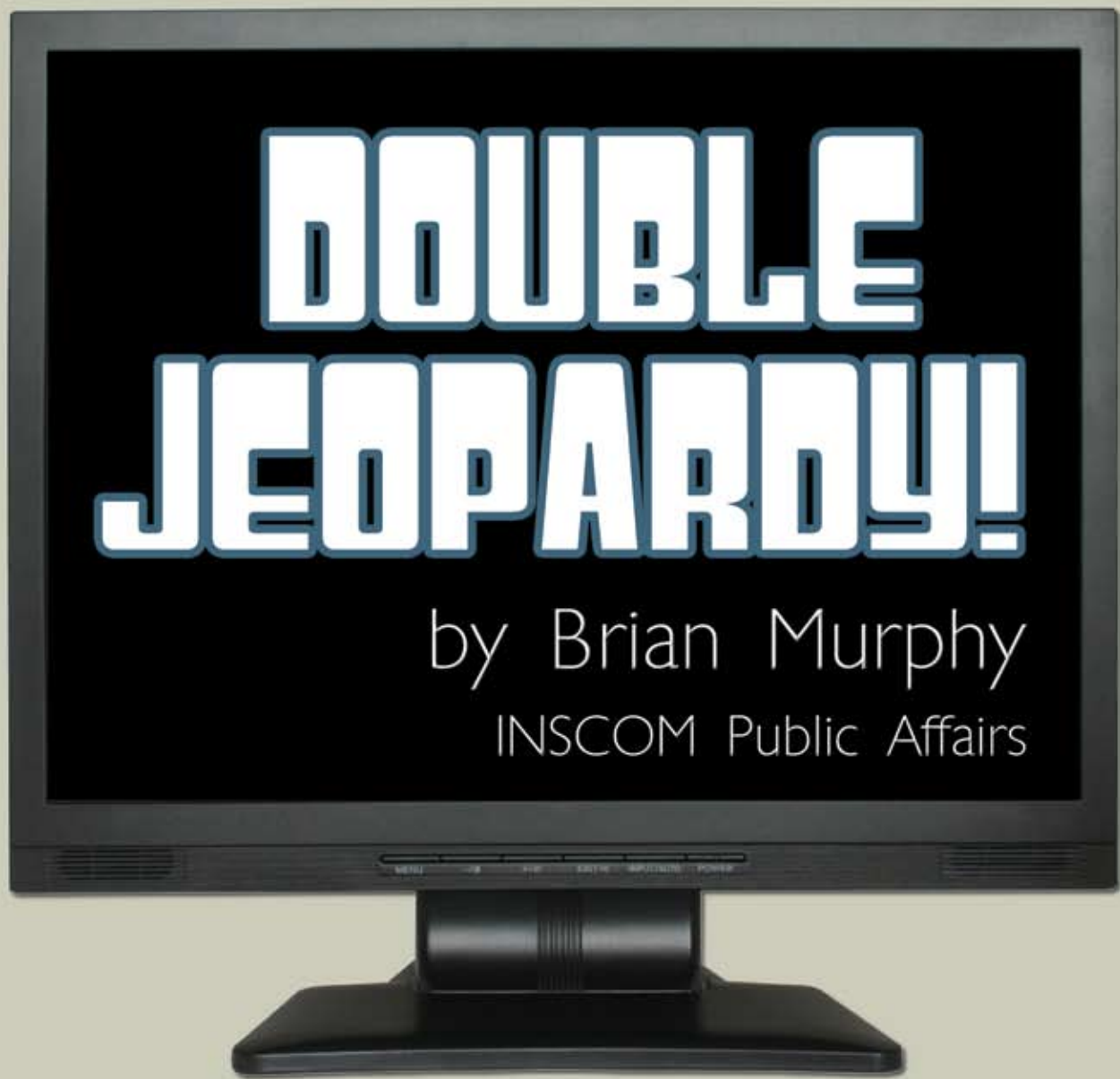


photo illustration by Brian Murphy

Deployments have a way of bringing Soldiers together.

What starts as a small unit can turn into a second family over the course of an extended stay away from home. In addition to real-world experience and the newfound friendships its funny what type of opportunities can come out of a six-month or yearlong deployment.

Spc. Eugene Manning, a linguist with the 732nd Military Intelligence Battalion, 500th MI Brigade, can honestly say that he is more than \$10,000 richer because of his rotation to the Middle East. Not because of any hazardous duty pay or being in a tax-free location – no, Manning was able to make that hefty deposit into his savings account because Soldiers he deployed with talked him into trying out for the popular gameshow, “Jeopardy!”

“I was working on a few different missions, but when I heard about this deployment opportunity, I volunteered,” he said. “I wanted to go to Iraq and do some real-world Army stuff.”

Manning was temporarily assigned to a small unit out of the National Ground Intelligence Center and deployed in support of the Global War on Terrorism.

“Spc. Manning is a brilliant young man and a real asset to the unit,” said Capt. Matthew Hecker, commander, 406th MI Company, 732nd MI Battalion. “He volunteered for a year-long deployment in support of Operation Iraqi Freedom. He excelled during the deployment and is currently using all of the lessons learned from his time



A six-month deployment opened many doors for Spc. Eugene Manning.

in Iraq to develop his current section, and ensure they provide the best support to our deployed Soldiers.”

And it was during some rare downtime that Manning’s fellow Soldiers figured out he wasn’t your everyday average person.

“‘Jeopardy!’ was on the Armed Forces Network while we were over there,” he said. “And we’d play along whenever we happened to catch it. Several of the guys were impressed and tried to convince me to try out for the show when we got back.”

Manning, 29, returned from the Middle East last October. As luck would have it, the popular gameshow held tryouts in Hawaii in February, only a few months after Manning redeployed. After some serious coaxing by the other Soldiers, Manning agreed to give it a shot.

The first part of the tryout consisted of a written test with

roughly 100 questions.

“You’re never completely sure, but at the time I thought I did fairly well,” he said. “About 100 people were in the room, and only about seven passed the written test.”

Everyone who scored a passing grade then moved on to what Manning described as a “mock version of the show,” complete with the hopeful contestants using hand-held buzzers to answer questions.

At the conclusion of the mock show, the producers thanked everyone for their time and that was it. It wasn’t until a few weeks later that Manning would find out how he did, when he received a call offering him a chance to compete on “Jeopardy!”

Having just returned to the 500th MI Brigade after enjoying a month-long honeymoon in Paris with wife, Amy, Manning

received the memorable call at work. Once he gained permission from his chain of command, Manning was set to be a contestant during the 22nd-season of “Jeopardy!” in the last week of April.

Manning and his wife flew out to Sony Pictures Studio, in Los Angeles, ready to enjoy this once in a lifetime opportunity.

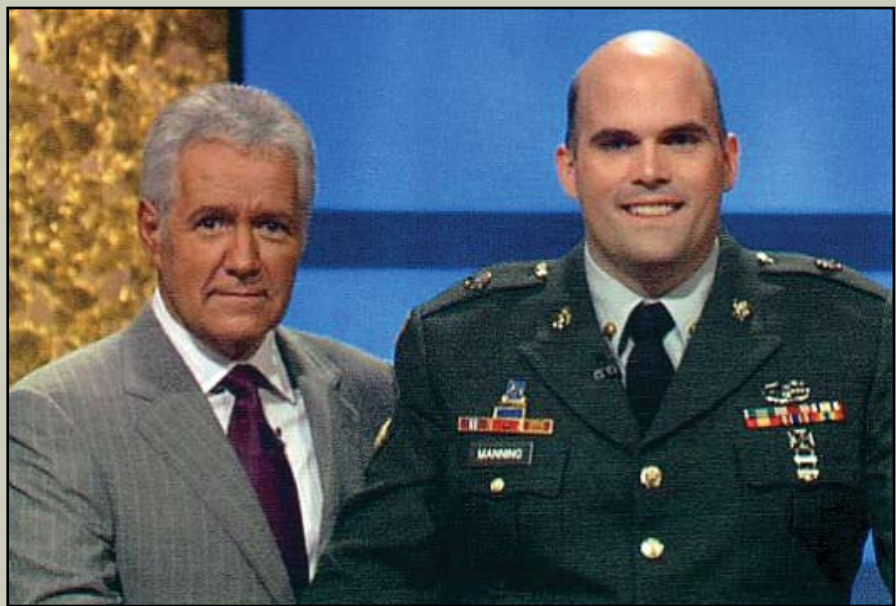
“I was nervous,” Manning admitted in the days leading up to his appearance on the TV show. “It wasn’t something that I would have done on my own, but if I was going to show up I might as well do the best job I can.”

That morning, Manning had about 100 different things rushing through his head as he went through his final preparations. And because he decided to wear his Class A uniform during his TV show appearance, Manning also had to make sure his uniform was in order before heading to the studio.

“They tape five episodes of ‘Jeopardy!’ a day, so they had us there pretty early,” he said. “Then they read us the rules and randomly selected who went on each show. The returning champion when we arrived was a lady who had won two episodes, and then I watched her win three more that morning before it was my turn.”

While appearing on a gameshow isn’t nearly as challenging as deploying in support of the Global War on Terrorism, defeating Celeste DiNucci, a five-day champion who won more than \$83,000 is no cakewalk.

“Being on the show is kind



courtesy photos

Spc. Eugene Manning poses with Jeopardy! host Alex Trebeck.

of a blur,” he said. “I wasn’t nervous once I got up there. I was too focused on answering the questions to really think about it. It wasn’t until I watched the show later that I actually remembered what any of the questions were.”

At the end of the first round, DiNucci led with \$5,000. Danelle Johnson, a postal clerk from Utah, was in second with \$4,800, and Manning was in third with \$4,000. But in the second round Manning jumped ahead with such categories as “Music,” “Bodies of Water” and “Graveyard Shift.” Heading into the final round, Manning had \$15,000, Johnson was second with \$9,600 and DiNucci was in third with \$7,400.

All three contestants missed the final question, but when it was all said and done, Manning was the winner with \$10,000. But he didn’t have time to bask in the glory of his accomplishment; there was only a 15-minute break before they taped the next episode.

Just enough time to get a drink of water and get back on set. And although he didn’t win the follow-up episode, he was more than happy to head home with his original winnings.

When asked why he felt he was successful on the challenging TV show, Manning said he has a good memory, and that he “studied a lot of literature in college, and is interested in a lot of different subjects.”

The Chicago native enlisted in the Army in 2002 for two reasons – to support his country after the terrorist attacks of Sept. 11, 2001, and to pay off his student loans from college. Little did he know that in doing so he would set himself up to win on one of the most popular quizshows in American history.

And in a roundabout way it all worked out, since Manning used a large chunk of the winnings to pay off his remaining student loans – all because his fellow deployed Soldiers wouldn’t take no for an answer.



file photo

Practice makes perfect

by Capt. Sandra Orlandella
301st MI Battalion

Rapid deployments and the stress that accompanies them have caused the Army to focus attention on maintaining a sufficient workforce to keep up with their demanding and ever-changing missions.

With a mantra of “One team, one goal,” the U.S. Army Intelligence and Security Command has also reevaluated the way it conducts business. Take for example, the 500th Military Intelligence Brigade, located in Hawaii, and the 301st MI Battalion, based in Arizona. These units have established a working relationship between the active duty and reserve Soldiers that produces results.

The 301st MI Battalion is the reserve component theater support battalion within the 500th MI Brigade. When its active duty sister-unit, the 205th

MI Battalion, was deployed in support of the Global War on Terrorism, it became necessary to shift strategies in an effort to continue the intelligence production support of the U.S. Army Reserve Pacific. One of those strategies was to support the Hawaii-based battalion by mobilizing elements of the 301st MI Battalion, located in Phoenix, Ariz.

“The 500th MI Brigade leadership was forward-thinking when they aggressively incorporated the 301st MI Battalion into the Pacific Command intelligence enterprise,” said Lt. Col. Patricia A. Barth, the chief of the 301st MI Battalion Analysis and Control Element.

The 301st MI Battalion ACE provides weekly, monthly, quarterly and yearly country updates for the PACOM area of operation. Intelligence analysts

produce these updates during monthly battle assemblies.

“My current mission is an excellent opportunity to obtain on-the-job training while supporting a real-life mission alongside the active duty component from my hometown,” said Sgt. Ted L. Cooper, an intelligence analyst with the 301st MI Battalion.

The battalion also supports the U.S. Army Reserve Pacific by focusing on indication and warnings, a category of intelligence covering PACOM countries. This analysis is done by four intelligence analysts who have volunteered to go on active duty tours at the Joint Reserve Intelligence Center, which is also in Phoenix.

“By working together we are able to share in our experiences and learn from one another which further promotes a seam-



photo by Tina Miles

A unit's success rate dramatically increases when Soldiers, both active duty and reserve, work together.

less, cohesive unit working towards the accomplishment of the mission," said Cooper. "It also increases our effectiveness and our ability to successfully carry out our missions once we deploy."

The success of the 301st MI Battalion is one that will be capitalized on. The proven ability of the 301st MI Battalion Soldiers' to perform on a daily basis creates an opportunity to retain their skill sets as a primary player in USARPAC's production effort.

"Since I joined the unit 13 years ago, the PACOM mission is by far the most robust, real-world mission we have participated in," Barth said. "Since the turnover rate is much smaller in the reserves, Soldiers who participate monthly will retain their knowledge of our area of

responsibility and provide long term, informed analysis of the countries within the Pacific."

The 500th MI Brigade, in coordination with USARPAC security office, has developed basic requirements for the 301st MI Battalion in order to continue to answer some of USARPAC's priority intelligence requirements on a recurring basis.

The ongoing coordination between the 500th MI Brigade and the USARPAC security office will result in optimal utilization of 301st MI Battalion Soldiers and assets, and their feedback will be fully integrated into the 301st MI Battalion annual training guidance and used as part of culminating training events trailing down to the team level.

"Many leaders were skeptical that reservists could

walk into the ongoing PACOM intelligence mission and be successful," said Barth. "The 500th MI Brigade has now confirmed the concept that an active component theater intelligence brigade can count on their reserve component theater support battalion to successfully perform the mission. The 500th MI Brigade and 301st MI Battalion should serve as role models in their respective components on how to operate."

This first integration of active duty and reserve units is not meant to be the only integration in the Army. With continued success, the units are hoping to provide a template for other military intelligence units down the road.

(Editor's Note: 2nd Lt. Sara Fulkerson also contributed to this article).

A man in a yellow polo shirt and blue jeans is standing on a golf course, holding a golf club. He is wearing a light-colored baseball cap and a watch on his left wrist. The background shows a green lawn and some trees.

Teed off

by Brian Murphy
INSCOM Public Affairs



photos by Brian Murphy

(Above) Ron Gunter, one of the tournament coordinators, watches his tee shot head down the fairway.

(Below) Fortunately for some golfers, mulligans (or do-overs) were available for purchase before the tournament.

Not every shot on the course was perfect. But then again, they didn't have to be.

That's the beauty of the U.S. Army Intelligence and Security Command's annual golf tournament, held at the Fort Belvoir golf course, Sept. 8.

Instead of playing as individuals, golfers were teamed up in groups of four and played in a scramble format.

That means that all four golfers on a team would tee off, and then the team selected which shot to use. So if one golfer misfires a shot into the woods, the team still has three more chances to hit the fairway.

After a week of on-again-off-again rain, the tournament

featured ideal weather conditions. The course was dry and there was a cool breeze, but not to the point that the wind was altering anyone's shots.

The golfers even had two carts making their way around the course to offer frosty and refreshing beverages throughout the tournament. And with the way some of these teams were playing, drinks were welcomed.

Scores on the day ranged from 58 (which is good) to 85 (not so much).

While none of the teams played well enough to challenge Tiger Woods or Phil Mickleson for golf supremacy, the event provided an enjoyable excuse to get out of the office for a day of team building and exercise.





Teammates Gregg Potter and Jeffrey Young can't believe Potter didn't sink his putt during the INSCOM tournament.

Team results

A Flight winners: (58)

John Creamer,
Lloyd Marshall,
Kevin Moylan,
Don Valcheff

B Flight winners: (65)

John Chiu,
Bill Holet,
Dan Morris,
Eric Metzger

Other winners

Longest Drive:

John Wilson

Straightest Drive:

Debbie Pigg

Nearest to the Pin:

L. DiCarlo

A guarded approach

by Maj. Pam Newborn
Virginia National Guard

Big Brother is not watching you, but 10 members of a Virginia National Guard unit might be.

The Manassas-based Data Processing Unit activated a team in July for one year to scan official and unofficial Army Web sites for operations security violations.

The team, which works under the direction of the Army Web Risk Assessment Cell, Army Office of Information Assurance and Compliance, notifies webmasters and blog writers when they find documents, pictures and other items that may compromise security.

The team uses several scanning tools to monitor sites for OPSEC violations. The tools search for such key words as “for official use only” or “top secret,” and records the number of times they are used on a site. Analysts review the results to determine which, if any, need further investigation.

For the 10 Virginia Guardsmen, the mission often becomes personal.

“I have friends over in Iraq, Kuwait and Afghanistan,” said Sgt. Yaphet Benton, a network technician in civilian life. “I see a lot of things that can endanger Soldiers, such as bios, pictures, names and birthdates. I consider that critical. Terrorists and people trying to steal your identity can use that information.”

Based in Arlington, Va., AWRAC was created in 2002 to monitor official Web sites. Its mission was expanded in August 2005 by order of the Army Chief of Staff to include unofficial sites



file photo

Wanted: military bloggers who violate operational security.

written by servicemembers.

Lt. Col. Stephen Warnock, team leader and battalion commander of the Manassas unit, said his team combines guardsmen, reservists and active-duty Soldiers. It’s a combination, he notes, that is rarely seen below the division or joint level.

In addition to the Manassas unit, AWRAC works with members of the National Guard and reserves from Washington State, Texas and Maryland, as well as active-duty Soldiers and contractors.

“I see this expanding considerably with the communications tools that are out there now,” said Sgt. 1st Class Irwin Walters, who oversees personnel issues for the unit. “I have special concerns about Soldiers leaving their families vulnerable. They are giving up too much information that we know terrorists are capable of exploiting.”

When a team member finds information that could be sensitive, he or she marks it for further investigation. Another team member reviews the item and determines if the webmaster

or blog writer should be notified. Most notifications are made by e-mail, and the person responsible is given a few days to respond, depending on the severity of the issue.

When secret documents are found, the site owner is notified immediately by phone. Official sites are contacted through either the webmaster, or in some cases, the unit’s chain of command.

The most common violations on official sites are For Official Use Only documents and limited distribution documents, as well as home addresses, birthdates and home phone numbers.

Unofficial blogs often show pictures with sensitive information in the background, including classified documents, entrances to camps or weapons.

Although AWRAC contacts Soldiers who write unofficial blogs, the team does not review sites that lack public access. Team members identify themselves, and work with a legal counsel to ensure their actions adhere to Army regulations and the law.

SHOTS FROM THE FIELD



photo by Tina Miles

Soldiers from the 902nd Military Intelligence Group go through drownproofing at Fort Meade, Md.

SHOTS FROM THE FIELD



photo by 2nd Lt. Sara Fulkerson

205th MI Battalion, 500th MI Brigade Soldiers and family members were reunited during a welcome-home ceremony at the Fort Shafter Gym, Sept. 16. The troops returned home after spending nearly a year deployed in Iraq.



photo by Tina Miles

902nd Military Intelligence Group Soldiers use ropes to maneuver over a wall on the obstacle course.

SHOTS FROM THE FIELD



photo by Tech. Sgt. Jeremy Lock

An Opposing Forces Soldier shows a direct hit by a Warrior Week trainee during a 66th MI Group training exercise.



photo by Staff Sgt. Twana Atkinson

Members of the 406th Military Intelligence Company, 732nd MI Battalion, 500th MI Brigade's family readiness group go head-to-head during in combative training.

SHOTS FROM THE FIELD



photo by John D. Leipold

Soldiers salute as one of the American flags that was draped over the Pentagon after the terrorist attacks of Sept. 11, 2001, is lowered during a ceremony at the Smithsonian Museum of American History, in Washington, D.C. The ceremony took place on the five-year anniversary of the attacks in the nation's capital and New York.

INSCOM's Vision

The Army's operational intelligence force - engaged worldwide as part of the joint/interagency team; conducting multi-discipline collection, fusion and analysis to generate actionable intelligence in support of the Global War on Terrorism and regional contingency operations.

A network of horizontally integrated fusion centers which leverage shared national databases, persistent intelligence, surveillance and reconnaissance, tactical reporting and advanced analytical tools.

Joint, interoperable counterintelligence/human intelligence, signals intelligence, and measures and signatures intelligence modules capable of rapid deployment/employment - with linkage to the fusion center network.

Tactically useful, rapid prototype initiatives developed, vetted and fielded in partnership with the intelligence community, industry and academia.

Tough, joint-savvy intelligence leaders at every level.